

**1 August 2000**



**ORGANIZATION AND FUNCTIONS OF  
HEADQUARTERS AIR FORCE RESERVE  
COMMAND**

---

**NOTICE:** This publication is available digitally on the HQ AFRC WWW site at: <http://www.afrc.af.mil> and the AFRCEPL (CD-ROM) published monthly.

---

OPR: HQ AFRC/XPMX (Ms Sharon Cason)  
Supersedes AFRCMD 1124, 22 May 2000

Certified by: HQ AFRC/XP (Col Phillip R. Davis)  
Pages: 5  
Distribution: F

---

This mission directive prescribes the organization and functions of Headquarters Air Force Reserve Command (AFRC).

**SUMMARY OF REVISIONS**

This revision updates Civil Engineer mission statement (paragraph 5.5).

**1. Policy:**

- 1.1. This mission directive reflects the approved organization structure and functional descriptions for the headquarters.
- 1.2. Reorganization will not be accomplished for the purpose of change, organizational enhancement, or enrichment of assigned personnel. Organizational changes must be based on valid mission requirements that can be substantiated by AFI 38-101 (Air Force Organization).
- 1.3. Staff activities for which USAF has provided standard organization structure in AFI 38-101 must be organized as prescribed. Deviations from the headquarters structure require HQ USAF/REX approval. Requests for deviation must contain the information specified in AFI 38-101, chapter 5.
- 1.4. AFRC directors of staff and heads of special staff agencies are responsible for the actual organization and management of all elements of their respective staff agencies as authorized in this mission directive.
- 1.5. The Directorate of Plans and Programs, XP, is the office of primary responsibility on matters concerning the organization and functions within HQ AFRC.
- 1.6. After a reorganization is accomplished, further consideration for reorganization within the changed area will not be made prior to 1 year from implementation date.

**2. Procedures:**

2.1. The organization of a staff agency into subordinate elements (for example, directorate, division, and branches) is based on both the number of personnel authorized and the level and scope of assigned functional responsibilities.

2.2. Each directorate and head of special staff agency is responsible for:

2.2.1. Maintaining a simplified organization without unnecessary echelons of supervision.

2.2.2. Eliminating organizational and functional fragmentation, for example, identical or similar work performed by two or more activities within the unit.

2.2.3. Continuously reviewing functions within their area of responsibility for essentiality to mission requirements.

2.3. Directorates and heads of special staff agencies will send requests for organizational and/or functional element changes to HQ AFRC/XPM for evaluation, approval, and processing. Reorganization package must contain as a minimum:

2.3.1. Memo to XPM stating why the reorganization is necessary.

2.3.2. Organization chart of the current organization showing position numbers, grades, and AFSCs (employee names are helpful but not mandatory) down to the lowest level.

2.3.3. Organization chart of the proposed organization showing position numbers, grades, and AFSCs (employee names are helpful but not mandatory) down to the lowest level.

2.3.4. Proposed functional statement (in brief and concise language, present tense, restricted to major functions or programs of the activity) for each organizational element affected by the reorganization.

2.3.5. SF52 and Position Description for all Title 5 and Air Reserve Technicians (ARTs) where there is a new workload and/or grade impact.

2.4. HQ AFRC/XPM takes staff action to obtain final approval.

### 3. Structure:

3.1. HQ AFRC is organized under the directorate and special staff agency structure. Approved staff agencies with appropriate titles are identified herein.

3.2. Organizational elements are preceded by office symbols. The office symbols identify the organizational element to which manpower authorizations are allocated and allow the approved organizational structure to be depicted in computerized manpower documents.

**4. Headquarters Air Force Reserve Command Mission:** Performs the Air Force Reserve field responsibilities of the Chief of Staff, USAF, within the Continental United States. Provides operational, logistic, comptroller (except military pay), administrative, and personnel support for all AFRC units and for all individuals assigned or attached to AFRC or its subordinate units.

### 5. Organization by Directorate/Staff Office:

**5.1. CC HQ AFRC COMMANDER:** Exercises command of AFRC in fulfilling its mission as directed by Chief of Staff, United States Air Force.

**5.2. CCC SENIOR ENLISTED ADVISOR:** Advises commander and vice commander on all matters relating to the AFRC and active duty enlisted force. Explains commander's policies to reserve enlisted force. Advises commander and vice commander of specific problems, concerns, and attitudes of enlisted force. Determines the quality of NCO leadership, management, and supervision. Evaluates Professional Military Education training facilities and advises commander of findings. Represents the commander as required to maintain liaison with local community.

**5.3. CV VICE COMMANDER:** Serves as principal advisor to the commander in discharging the AFRC mission. In the absence of the commander, exercises command jurisdiction over and directs the activities of all units assigned to AFRC in consonance with the commander's responsibility to the Chief of Staff, USAF. Briefs the commander on matters of importance that affect the AFRC, its mission, and its public image. Represents the commander at meetings and conferences with HQ USAF and other commands and agencies. Directs and coordinates activities of the headquarters staff, ensuring adherence to command policies and efficient compliance with instructions of the commander. Informs commander on all matters of importance affecting the command. Acts as the commander in the absence of the commander.

**5.4. CVA ASSISTANT VICE COMMANDER:** Supervises and manages all elements of the headquarters staff. Coordinates the activities of the AFRC staff to ensure that policies and directives of the commander/vice commander are properly executed. Staffs plans and programs within the headquarters and implements command policies and strategies. Reviews all actions emanating from the directorates and/or special staff offices for compliance with command policies and objectives prior to submission to vice commander for signature and/or approval. Assists the vice commander in the conduct of activities relative to administrative, logistical, and budgetary matters. Advises the vice commander and recommends the development of new, or revisions to command policies which implement or carry out higher HQ objectives.

**5.5. CE CIVIL ENGINEER:** Provides command civil engineer policies, programs, and resources for 74,200 personnel. Functionally organizes, trains, equips, and provides 43 squadrons comprised of 5,200 engineers, firefighters, and EOD readiness technicians for worldwide contingencies. Manages a set of 13 base and 40 tenant location facility programs with a plant replacement value of \$7.5B and average annual expenditures of \$250M.

**5.6. DO DIRECTORATE OF OPERATIONS:** Develops command guidance on air, space and intelligence operations; command and control; aircrew training; requirements; air expeditionary force (AEF) and other deployments; aerial port operations/training; airfield management; counterdrug support and exercises for 66 AFRC flying units, with more than 1000 aircrews and 470 aircraft gained by 7 different major commands to fulfill AFRC commitments supporting national objectives.

**5.7. DP DIRECTORATE OF PERSONNEL:** Establishes, manages, and directs command personnel programs, plans, policies, and procedures pertaining to all military and civilian personnel assigned to AFRC in support of the command mission. Provides assistance to subordinate commanders in fulfilling their personnel management responsibilities through interpretation of policies and procedures. Directs the translation of the Commander's policies and decisions into plans of action. Directs the administration and management of HQ USAF directed and command unique personnel programs, systems, and activities. Delivers professional and continuing education development programs, provides guidance for the development and delivery of leadership education and training enhancement courses and tailored events, to support and enhance AFRC effectiveness via the Professional Development Center (PDC).

**5.8. FM DIRECTORATE OF FINANCIAL MANAGEMENT AND COMP TROLLER:** Provides the full spectrum of financial and budgetary services to all AFRC mission elements. Directs the actions of approximately 555 comptroller personnel supporting over 716 diverse reserve units. Formulates, justifies, and executes operations and maintenance programs exceeding \$1.7 billion, reserve personnel funds exceeding \$820 million and other special appropriations exceeding \$350 million for equipment and other specialized requirements to support readiness.

**5.9. HC CHAPLAIN:** Advises Commander of AFRC on religious, ethical, and quality of life issues. Supports, evaluates, and facilitates quality chaplain ministries at AFRC units through staff visits, quality assessments, policy guidance, reports, conferences, training opportunities, and crossfeed; manages manpower and personnel matters, education and professional development, and ensures force readiness.

**5.10. HO HISTORY:** Prepares periodic histories, monographs, and special papers; manages the AFRC unit history program, performs research services, and maintains the command's historical archives.

**5.11. IG INSPECTOR GENERAL :** Reports to the AFRC Commander on the readiness, effectiveness, economy of operations, and compliance with DoD, Air Force, and command regulations and policies of assigned forces. In so doing, conducts periodic inspections of approximately 40 reserve wings/groups and monitors all command congressional inquiries, Fraud, Waste and Abuse Disclosures; and elevated IG complaints.

**5.12. JA JUDGE ADVOCATE:** General counsel to the Chief of Air Force Reserve and Commander and staff of HQ AFRC, a major command with three numbered air forces (NAFs) and 37 fighter, bomber, tanker, and airlift wings and over 70,000 personnel. As the only full-time legal office, provides broad spectrum of legal advice to commanders of over 700 reserve units worldwide. Supervises approximately 200 attorneys and paralegals.

**5.13. LG DIRECTORATE OF LOGISTICS:** Responsible for developing, directing, and executing plans, policies, programs, and procedures for management of all logistics functions for over 447 AFRC units. This involves planning, supply, transportation, contracting, and aircraft maintenance for 13 major weapon systems, 440 aircraft, and approximately 59,000 reservists gained by 9 active duty major commands.

**5.14. PA PUBLIC AFFAIRS:** Conducts comprehensive, active Public Affairs programs at all levels of command to provide service members, the public, Congress, and media representatives timely, accurate, and authoritative information contributing to awareness and understanding of the Air Force Reserve mission and capabilities. Provides commander, staff, and AFRC unit public affairs advice and support.

**5.15. SC DIRECTORATE OF COMMUNICATIONS AND INFORMATION:** Provides command guidance for and management of AFRC Information Technology (IT). SC acts as the Chief Information Officer for AFRC. Develops and executes plans, programs, policy, and procedures for all AFRC communications and information (C&I) functions. Responsible for network support, software and license management, computers and IT, information management, publishing, records management, telecommunications, visual information, air traffic control and landing system (ATCALS) equipment, and administrative and tactical communications for the command. Provides functional oversight for all Air Force Reserve C&I personnel. Responsible for management of AFRC C&I UTC support for active duty and contingency requirements.

**5.16. SE DIRECTORATE OF SAFETY:** Provides command guidance for and management of flight, ground, and weapons mishap prevention programs for the Commander, AFRC. Manages the command Operational Risk Management (ORM) program. Develops and executes programs, policies, and procedures to ensure AFRC implementation of the Air Force Mishap Prevention program. Provides functional oversight for all Air Force Reserve Safety personnel.

**5.17. SF DIRECTORATE OF SECURITY FORCES:** Exercises command management and oversight over all force protection, combat arms, and security forces activities in AFRC. Establishes and implements policy and procedures to govern security forces peacetime operations and programs, and to ensure wartime readiness. Maintains liaison with other staff agencies, AFRC NAFs, and Air Staff.

**5.18. SG SURGEON:** Conducts MAJCOM level policy development for administration, training, and readiness of medical and aeromedical evacuation programs. Provides programming and oversight of medical professional and financial resources for 3 Reserve NAFs and 73 Reserve medical units. Manages health service support and medical standards for 60,000 reservists. Interfaces with DoD, Air Staff, and MAJCOM medical elements.

**5.19. SV DIRECTORATE OF SERVICES:** Responsible for command-level management, policy development, and oversight for approximately 38 Reserve Prime RIBS teams, 11 base-level Services programs, and the services combat training site at Dobbins ARB. Has custodianship and financial management responsibility for all AFRC nonappropriated funds. Has significant impact on Reserve quality of life and wartime sustainment capability.

**5.20. XP DIRECTORATE OF PLANS AND PROGRAMS:** Provides MAJCOM level management and oversight in the planning, coordination, improvement, and implementation of program changes. Advocates for program objective memorandum (POM) change requests and manages funding for force modernization. Provides POM information to Air Staff. Manages over 75,000 manpower positions for approximately 680 units. Sources contingency plans and identifies new roles for AFRC.

JAMES E. SHERRARD III, Maj Gen, USAF  
Commander